

Probation Services Task Force
Stakeholder Input

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Deputy Probation Officer	Suburban	North	Caseload sizes are too high, CPO & board need to fund	Caseload		BTB
Judge	Urban	North	Board of Corrections has ratio regarding facilities, this has led to Deputy Probation Officers being pulled from field services (caused by staffing problems) leading to no supervision	Caseload		BTB
Judge	Urban	North	Caseloads are too high. Specialized caseloads i.e. DV take resources and other cases are banked. (What is effect on victims?)	Caseload		BTB
District Attorney			Has the task force considered the impact of Proposition 36 on the caseloads of DPOs?	Caseload		California District Attorneys Association
Judge	Urban	South	<ul style="list-style-type: none"> ▪ 8-9,000 banked caseload; 1:900 ratio – those are scary numbers! ▪ Many banked probationers are felons who need to be supervised 	Caseload		CJAC
Judge	Urban	South	Lack of supervision will expose counties to liability due to banked caseloads	Caseload		CJAC
Public Defender	Suburban	North	Caseloads: clearly an issue	Caseload		CPDA
Chief Probation Officer	Suburban	North	The public is becoming more aware of probation's work with the passage of initiatives like the three-strikes law; it will reflect poorly on probation and on the courts when the public learns that thousands of unsupervised felons are in California	Caseload		CPOC
Chief Probation Officer	Rural	Central	Being in a small county, able to provide supervision to all clients	Caseload		CPOC
Chief Probation Officer	Rural	Central	It's a shame that the level of supervision in the state is so poor	Caseload		CPOC
Supervisor	Urban	Southern	Caseloads are a big problem	Caseload		CSAC
Chief Probation Officer	Suburban	North	Huge liability exists in banked caseload	Caseload		Delinquency
Judge	Suburban	Central Coast	Probation services work – but can't expect it unless there are manageable caseloads	Caseload		Delinquency
Domestic Violence Researcher	Urban	North	Caseloads are too heavy	Caseload		Family Violence Conference

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Stakeholder Input: Sorted by Theme/Topic and Subtopic

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Deputy Probation Officer	Suburban	Central	Feels lucky – has intensive DV caseload of only 40; most DPOs have caseloads of 200 or more	Caseload		Family Violence Conference
Probation Manager	Suburban	Central Coast	5 DPOs have intensive DV caseloads of 70 – starting to see good results, but needs to be more collaborative between agencies and throughout the state, and more intensive.	Caseload		Family Violence Conference
Probation Manager	Suburban	North	Caseloads have increased over time	Caseload		Family Violence Conference
Probation Manager	Suburban	Central Coastal	Arizona has mandated caseload ratios, where they automatically get an additional officer if the ratio is exceeded; CA should look into AZ system.	Caseload		Family Violence Conference
Deputy Probation Officer	Urban	North	Caseload overload dreadful – just putting out fires; caseloads of 600-700/officer	Caseload		SCOPO
Deputy Probation Officer	Suburban	Central	Need more DPOs	Caseload		SCOPO
Deputy Probation Officer	Suburban	Central	Juvenile gangsters more dangerous today	Caseload		SCOPO
District Attorney	Suburban	North	Would recommend having two different CPOs for adult and juvenile, since their needs are so different.	CPO Issues		California District Attorneys Association
Court Executive	Urban	North	<ul style="list-style-type: none"> ▪ Gaps in supervision of CPO (due to cycles of Juvenile Presiding Judge) lead to lack of continuity ▪ Accountability will increase if there is greater continuity in leadership ▪ Better for court to supervise but need continuity and leadership 	CPO Issues		CJAC
Chief Probation Officer	Suburban	Central	Is sure that a nexus exists between courthouse construction and who will support CPOs	CPO Issues		CPOC
Deputy Probation Officer	Urban	North	The CPO doesn't have enough autonomy to push for funding for the selection process of DPOs and recruitment	CPO Issues		SCOPO
Deputy Probation Officer	Suburban	Central	All CPOs are different, as well as their mandates	CPO Issues		SCOPO

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Deputy Probation Officer	Suburban	Central	Politics causes many problems and anxiety; CPOs have lost sight of probation's goals and role	CPO Issues		SCOPO
SCOPO Lobbyist			SCOPO carried a bill a few years ago that required minimum standards for CPOs; was defeated by CPOs because many wouldn't meet the requirements <ul style="list-style-type: none"> Need minimum education standards for CPOs 	CPO Issues		SCOPO
Deputy Probation Officer	Suburban	Central	Standardization of CPO very important; CPO doesn't know who he answers to right now because it is always changing	CPO Issues		SCOPO
Deputy Probation Officer	Suburban	North	CPO appointed without interview process	CPO Issues	Appointment	BTB
District Attorney	Suburban	North	When new CPO was chosen a one and a half years ago, appreciated the opportunity of being on the interview panel.	CPO Issues	Appointment	California District Attorneys Association
District Attorney	Suburban	North	Would hesitate to have the BOS appoint the CPO	CPO Issues	Appointment	California District Attorneys Association
District Attorney	Suburban	North	Ideal system: would have shared responsibility in appointment of the CPO between the courts and the BOS, since probation's scope goes beyond services solely related to the courts.	CPO Issues	Appointment	California District Attorneys Association
Chief Probation Officer	Suburban	North	The appointment of the CPO should remain with the court with the approval of the BOS	CPO Issues	Appointment	CPOC
Chief Probation Officer	Suburban	Central Coast	California should look at the Arizona model in terms of a model of appointment and money flow since it provides consistency throughout the state – probation is funded by the state and the CPO is appointed by the superior courts	CPO Issues	Appointment	CPOC
Chief Probation Officer	Rural	North	Probation is a function of the county, but CPOs should be appointed by the judiciary	CPO Issues	Appointment	CPOC
Chief Probation Officer	Suburban	Central	Supports local control of probation with judicial appointment of CPOs	CPO Issues	Appointment	CPOC
Chief Probation Officer	Urban	Northern	There are two sides to the appointment issue: appointment and termination of the CPO	CPO issues	Appointment	CPOC

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Supervisor	Suburban	Central	Appointment model: Have looked at commission/joint appointment model, in which the BOS, the CAO, and the PJ and Juvenile PJ would jointly appoint and terminate the CPO, but so far it has been opposed.	CPO Issues	Appointment	CSAC
Juvenile Court Judge	Suburban	Central Coast	Judges should appoint chief; would make less political – “neutral” arm of the court	CPO Issues	Appointment	Delinquency
Probation Manager	Suburban	Central Coastal	Who will appoint the CPO? The CAO can't be the person since a CAO's job is to keep costs down	CPO Issues	Appointment	Family Violence Conference
Domestic Violence Researcher	Urban	North	Does not want the BOS to appoint CPO.	CPO Issues	Appointment	Family Violence Conference
Deputy Probation Officer	Suburban	Central	Department moved from courts to BOS appointment of the CPO <ul style="list-style-type: none"> This caused a problem in that probation was pulled away from the courts. 	CPO Issues	Appointment	Family Violence Conference
Deputy Probation Officer	Suburban	Central	Need to decide who appoints CPO.	CPO Issues	Appointment	Family Violence Conference
Deputy Probation Officer	Suburban	North	Charter counties make it difficult to decide who should appoint the CPO	CPO Issues	Appointment	Family Violence Conference
Deputy Probation Officer	Suburban	North	In order to maintain the ability to have a visionary CPO, the courts need to appoint the CPO; the BOS just want to increase the real estate value of the county.	CPO Issues	Appointment	Family Violence Conference
Juvenile Court Judge	Rural	Northern	In El Dorado, there was a bad incident when the CPO was appointed by the CAO – the CPO resigned; the new CPO recognized the need to evaluate the system	CPO Issues	Appointment	Juvenile Law Institute
Former PJ	Urban	Northern	CPO should be appointed by the courts because it's hard to have a team mentality if the probation department is controlled by two different entities (it is funded by the BOS but follows judges' orders).	CPO Issues	Appointment	Juvenile Law Institute
Juvenile Court Judge	Suburban	Northern	Have had political problems with BOS due to a bad incident at the Juvenile Hall; CPO needs to be hired and fired by the courts	CPO Issues	Appointment	Juvenile Law Institute
Juvenile Court Judge	Urban	Northern	CPO selected and supervised by PJ; recurring theme: No judicial protection in personnel issues; PJ has liability issues since he/she is not protected by the County Council	CPO Issues	Appointment	Juvenile Law Institute

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Juvenile Court Judge	Urban	Southern	CPO should be hired by the court, since probation's mission should be defined by the courts; currently, the BOS's goals are followed, not the goals of the courts	CPO Issues	Appointment	Juvenile Law Institute
Juvenile Court Judge	Suburban	Central Coast	When judges appoint the CPO, they are able to effect change; if it were the other way around, is convinced that probation would not be able to offer the same level of services or quality of staff.	CPO Issues	Appointment	Juvenile Law Institute
Juvenile Court Judge	Urban	Southern	Favors a partnership in appointment and termination of the CPO between the BOS and the courts, because is concerned about the incestuous nature of the relationship between the courts and probation if probation is completely controlled by the courts	CPO Issues	Appointment	Juvenile Law Institute
State California CASA Director			Guidelines for hiring, accountable for performance...may be able to shift leadership when appointing a new CPO	CPO Issues	Appointment	Juvenile Law Subcommittee
Deputy Probation Officer	Urban	North	Need for a new selection process that gives the CPO more autonomy	CPO Issues	Appointment	SCOPO
Deputy Probation Officer	Urban	South	Appointment of CPO is a problem in their county; the CPO takes orders from the courts but is funded by the BOS	CPO Issues	Appointment	SCOPO
Deputy Probation Officer	Suburban	Central	CPO is appointed by the court – county has a good relationship with the court and the BOS is supportive in salary and benefits	CPO Issues	Appointment	SCOPO
Deputy Probation Officer	Urban	South	Need employee input in selection of CPO	CPO Issues	Appointment	SCOPO
Deputy Probation Officer	Urban	South	CPO was appointed to Assistant CEO, so the BOS has been appointing temporary chiefs to serve 2 year terms; need to appoint a permanent CPO	CPO Issues	Appointment	SCOPO
Deputy Probation Officer	Suburban	Central	DPOs should have a role in the selection of the CPO	CPO Issues	Appointment	SCOPO
Judge	Suburban	North	There are no guidelines for evaluating CPOs Evaluations tend to be based on anecdote. Need protocols and guidelines for evaluation as with CEO	CPO Issues	Evaluation	Juvenile Law Subcommittee
Deputy Probation Officer	Suburban	North	DPOs report to many bosses – CPPA, the county, the courts	DPO Issues		Family Violence Conference

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Deputy Probation Officer	Suburban	North	DPOs feel like they have two bosses.	DPO Issues		Family Violence Conference
Juvenile Court Judge	Urban	Northern	Need to work out labor issues and contracts	DPO Issues		Juvenile Law Institute
Commissioner	Urban	North	DPOs want to make changes. We need to look beyond agency issues.	DPO Issues		Juvenile Law Subcommittee
State Department of Social Services			DPOs resent to being made to do social work AB 575 is an eye-opener for social services Title IV-E requires DPO to think like a social worker (Probation has to think like social services to get Title IV-E)	DPO Issues		Juvenile Law Subcommittee
Deputy Public Defender	Urban	North	Concerned that there's no forum for seeking change to Deputy Probation Officer (e.g., parallel mechanism to Marsden motion if there is dissatisfaction with legal counsel); no place to address complaints	DPO Issues	Accountability	CPDA
Deputy Public Defender	Suburban	North	Also sees need for vehicle to change DPO when they have declared themselves against all other parties (gives example of family that was very involved and concerned; DPO didn't want to send the kid home, even though the group home counselor and others concluded that the kid would be best placed at home; DPO didn't like parental involvement)	DPO Issues	Accountability	CPDA
Private Defense Counsel	Urban	North	No mechanism exists for handling disagreements with DPO ... look at possibility of peer evaluation	DPO Issues	Accountability	CPDA
Private Defense Counsel	Suburban	Central	DPOs tend to accept police report as fact; rarely contact juvenile or defense counsel; often juveniles don't know how to articulate mitigating defense ... DPOs need to work more collaboratively with defense	DPO Issues	Accountability	CPDA
Public Defender	Suburban	North	Sees lack of accountability in probation system; court protects DPOs and let them "get away with all manner of incompetence"	DPO Issues	Accountability	CPDA
Juvenile Court Judge	Urban	Southern	Unionization of probation officers is a problem because they are hard to fire.	DPO Issues	Accountability	Juvenile Law Institute
Department of Social Services	Suburban	North	Integrating services is resisted because some DPOs are OK with doing nothing	DPO Issues	Accountability	Juvenile Law Subcommittee

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District Attorney			In Los Angeles, arming of DPOs is a big issue, due to the fact that they conduct aggressive probation searches. Law enforcement is reluctant to help probation if DPOs are not armed and trained to defend themselves if something goes wrong.	DPO Issues	Arming	California District Attorneys Association
Court Executive	Suburban	North	There is a disparate view within probation community about arming	DPO Issues	Arming	CJAC
Court Executive	Suburban	North	Surprised that task force is considering arming issue; why within task force purview?	DPO Issues	Arming	CJAC
Deputy Probation Officer	Suburban	Central	75% of most departments are armed; DPO safety is a big issue	DPO Issues	Arming	SCOPO
Deputy Probation Officer	Urban	North	DPOs not social workers anymore; often in dangerous situations, have 85% felony caseloads – need to be armed.	DPO Issues	Arming	SCOPO
Deputy Probation Officer	Urban	North	Role has changed: officers are armed and work with the police on the street	DPO Issues	Arming	SCOPO
Deputy Probation Officer	Urban	North	No line staff are armed in county – very dangerous	DPO Issues	Arming	SCOPO
Probation Manager	Suburban	North	Hard to recruit and retain enough qualified probation staff	DPO Issues	Recruitment and Retention	Family Violence Conference
Supervisor	Urban	Southern	Issue of how to staff facilities with qualified people	DPO Issues	Retention & Training	
Supervisor	Urban	Southern	Difficult to recruit and retain probation officers	DPO Issues	Retention & Training	CSAC
Supervisor	Rural	Central	Need information on how to staff facilities	DPO Issues	Retention & Training	CSAC
Supervisor	Suburban	Northern	Need to train probation officers	DPO Issues	Retention & Training	CSAC
Deputy Probation Officer	Suburban	North	Success with Diversion Caseload; This is a motivation for Deputy Probation Officer	DPO Issues	Retention and Training	BTB
Deputy Probation Officer	Suburban	North	New DPO training regarding services	DPO Issues	Retention and training	BTB
Deputy Probation Officer	Suburban	North	Should have training for DPO & DSS on joint issues (& mental health) (i.e. Beyond the Bench)	DPO Issues	Retention and training	BTB

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Court Executive	Suburban	North	Turnover is on the rise in probation. Turnover in probation is higher than in sheriff and other law enforcement. Probation is training ground for law enforcement	DPO Issues	Retention and training	CJAC
Court Executive	Suburban	North	Probation is having trouble recruiting, especially group home counselors	DPO Issues	Retention and training	CJAC
Court Executive	Suburban	North	More education is required than for jails but pay is lower	DPO Issues	Retention and training	CJAC
Judge	Rural	North	Deputy Probation Officers get paid far less than Deputy Sheriff, but more education is required	DPO Issues	Retention and training	CJAC
Public Defender	Suburban	North	Sees huge turnover in probation staff and insufficient training for new staff	DPO Issues	Retention and Training	CPDA
Public Defender	Suburban	North	Poor training for DPOs and person in Probation Dept. charged with providing training is poorly supported in his job	DPO Issues	Retention and Training	CPDA
Probation Manager – Juvenile Division	Rural	North	In their county, suffer from “down the hill” problem where they train employees who then leave to move down hill to Placer, then Sacramento county for better \$\$	DPO Issues	Retention and training	Delinquency
Domestic Violence Researcher	Urban	North	Lack of training for DPOs because of such high turnover	DPO Issues	Retention and Training	Family Violence Conference
Domestic Violence Researcher	Urban	North	There are not enough resources to adequately train DPOs	DPO Issues	Retention and Training	Family Violence Conference
Domestic Violence Researcher	Urban	North	Counties conduct individual DPO training – need for more coordinated effort	DPO Issues	Retention and Training	Family Violence Conference
Probation Manager	Suburban	Central Coast	Their county received a training grant for DPOs in domestic violence issues through a college; DV advocates and DPOs from all over the state attended.	DPO Issues	Retention and Training	Family Violence Conference
Probation Manager	Suburban	Central Coast	DPOs need formal and more extensive training	DPO Issues	Retention and Training	Family Violence Conference

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Probation Manager	Suburban	Central Coast	DPOs should be trained by victim advocates and coordinators of batterers treatment programs.	DPO Issues	Retention and Training	Family Violence Conference
Deputy Probation Officer	Suburban	North	Manual of best training practices was developed at grant-funded training session; was the first time such a manual had been created.	DPO Issues	Retention and Training	Family Violence Conference
Deputy Probation Officer	Suburban	North	High turnover is caused by the high stress level of a Domestic Violence DPO.	DPO Issues	Retention and Training	Family Violence Conference
Domestic Violence Researcher	Urban	North	Probation departments need money to hire expert training consultants	DPO Issues	Retention and Training	Family Violence Conference
Deputy Probation Officer	Suburban	Central	Just took over DV caseload – is trained by supervisor	DPO Issues	Retention and Training	Family Violence Conference
Probation Manager	Suburban	Central Coast	DPOs are not traditionally trained in DV issues	DPO Issues	Retention and Training	Family Violence Conference
Probation Manager	Suburban	Central Coast	DPOs have to work beyond their trained area of expertise	DPO Issues	Retention and Training	Family Violence Conference
Domestic Violence Researcher	Urban	North	Resource and training issues	DPO Issues	Retention and Training	Family Violence Conference
Deputy Probation Officer	Suburban	Central	Turnover not as high in their county	DPO Issues	Retention and Training	Family Violence Conference

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Deputy Probation Officer	Suburban	Central	<ul style="list-style-type: none"> DPOs need competitive salaries and benefits; probation loses many DPOs to federal probation and parole, which pay about \$20,000/year more than probation. <ul style="list-style-type: none"> Probation can't even compete at recruiting events Service demands are huge but DPO salaries do not pay well 	DPO Issues	Retention and Training	Family Violence Conference
Deputy Probation Officer	Suburban	North	Collaboration with DSS is awkward because probation officers make 15-20% less than social workers	DPO Issues	Retention and Training	Family Violence Conference
Domestic Violence Researcher	Urban	North	Probation is losing DPOs	DPO Issues	Retention and Training	Family Violence Conference
Deputy Probation Officer	Suburban	Central	A federal prison just opened in her county; losing DPOs because of better salaries and benefits	DPO Issues	Retention and Training	Family Violence Conference
Deputy Probation Officer	Rural	Central	He is the fourth DPO in two years to takeover a DV caseload	DPO Issues	Retention and Training	Family Violence Conference
Deputy Probation Officer	Suburban	Central	Probation gets grants but they can't use them because they can't fill probation positions.	DPO Issues	Retention and Training	Family Violence Conference
Judge	Urban	South	<ul style="list-style-type: none"> Training in juvenile probation is weak – philosophy moving towards corrections vs. rehabilitation There is no training in mental health Also, training at field level is needed, DPOs want to be trained but its not offered Many changes have been due to advocacy 	DPO Issues	Retention and Training	Juvenile Law Subcommittee
Deputy Probation Officer	Urban	North	The task force should look at the ability of probation to attract personnel.	DPO Issues	Retention and Training	SCOPO
Deputy Probation Officer	Urban	North	County has a 26% vacancy rate; need 25-27 more DPOs but difficult due to salary and benefits issues. Probation can't compete with other law enforcement agencies	DPO Issues	Retention and Training	SCOPO
Deputy Probation Officer	Urban	North	Rigid psychological testing results in a small applicant pool	DPO Issues	Retention and Training	SCOPO
Deputy Probation Officer	Urban	North	Benefits are not competitive	DPO Issues	Retention and Training	SCOPO

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Deputy Probation Officer	Urban	North	DPOs are required to have college degrees, sheriffs don't but they receive a 5% salary boost if they have a degree; probation doesn't.	DPO Issues	Retention and Training	SCOPO
Deputy Probation Officer	Suburban	Central	Recruitment and retention problems; <ul style="list-style-type: none"> ▪ Lose individuals to state and federal law enforcement agencies due to higher salary and benefits packages ▪ Less-experienced and educated pool of employees ▪ Turnover very high – leave as soon as they are trained ▪ Earn less if working full-time as opposed to part-time, due to benefits ▪ No incentives to stay in probation department and move up the line – incentive to leave exists 	DPO Issues	Retention and Training	SCOPO
SCOPO Lobbyist			It is unfortunate that minorities with BA degrees cannot be found to be DPOs – salary issue	DPO Issues	Retention and Training	SCOPO
Deputy Probation Officer	Urban	South	Educational requirements have decreased because of hiring and retention problems	DPO Issues	Retention and Training	SCOPO
Deputy Probation Officer	Urban	South	Salaries and benefits are low	DPO Issues	Retention and Training	SCOPO
Deputy Probation Officer	Urban	South	Probation losing staff to state parole and federal probation	DPO Issues	Retention and Training	SCOPO
Deputy Probation Officer	Urban	North	Many hiring and retention problems, so have lowered standards for probation aides (make home calls); they only need an AA degree.	DPO Issues	Retention and training	SCOPO
Deputy Probation Officer	Urban	North	Recruitment and retention very difficult; many officers transfer to federal probation or state parole or other counties.	DPO Issues	Retention and Training	SCOPO
Deputy Probation Officer	Urban	North	Some upper-level managers have taken jobs as DPOs in other counties – doesn't make sense.	DPO Issues	Retention and Training	SCOPO
Deputy Probation Officer	Urban	North	Low retention due to CPO, who is a taskmaster; the union wants to get rid of the CPO but the judges and the BOS supports	DPO Issues	Retention and Training	SCOPO
Deputy Probation Officer	Urban	North	1994-1999: 35% retention rate of employees; spent millions in training people who left the department	DPO Issues	Retention and Training	SCOPO
			Task force needs to consider 3% at 50 (Safety Retirement)	DPO Issues	Safety retirement	BTB

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Probation Manager – Juvenile Division	Rural	North	Issue of safety retirement – major concern as there are disparities across county lines	DPO Issues	Safety retirement	Delinquency
Deputy Probation Officer	Suburban	North	Ownership – DPOs want to be state employees (w/parole)	DPO Issues	Status	BTB
Judge	Urban	South	We need to educate BOS	DPO Issues	Status	CJAC
Judge	Urban	South	We need to elevate to other public safety agency	DPO Issues	Status	CJAC
Public Defender	Suburban	North	POs are constantly jockeying for new position, usually with county law enforcement (DPO is seen as entrée into law enforcement field, not a position to stay in)	DPO Issues	Status	CPDA
Probation Manager – Juvenile Division	Rural	North	What probation needs to improve status is TV series	DPO Issues	Status	Delinquency
Department of Social Services	Suburban	North	The biggest problem is the pay disparity. Social workers make more than DPOs	DPO Issues	Status	Juvenile Law Subcommittee
Deputy Probation Officer	Suburban	Central	If move to state model, wants to be paid a state employee's salary	DPO Issues	Status	SCOPO
Deputy Probation Officer	Urban	South	Has been an increase in the number of employee organizations, but no organization exists to represent county employees	DPO Issues	Status	SCOPO
Deputy Probation Officer	Suburban	Central	Salary discrepancy exists between probation and sheriff's departments	DPO Issues	Status	SCOPO
Deputy Probation Officer	Suburban	Central	Need more educational requirements for DPOs; <ul style="list-style-type: none"> ▪ Bill provides \$1500/year for education for police officers 	DPO Issues	Status	SCOPO
District Attorney	Suburban	North	Juvenile services and facilities take a second place to adult facilities – money is spent on building adult jails.	Facilities		California District Attorneys Association
Chief Probation Officer	Rural	North	The issue of facilities should be considered by the PSTF	Facilities		CPOC
Supervisor	Urban	Southern	Building \$65 million new facility	Facilities		CSAC
Supervisor	Rural	Central	New 70-bed JH facility being constructed	Facilities		CSAC

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Supervisor	Rural	Central	If we keep building facilities, does that mean that they will keep being filled? <ul style="list-style-type: none"> The goal is to keep kids in the home, build services around kids. Planned to rent out extra beds in their JH when it was constructed, but now it is completely full. 	Facilities		CSAC
Chief Probation Officer	Suburban	Central	Infrastructure/institutions has to be part of this process – wrong that probation is left with scraps (e.g., situation where probation is taking over old jail while sheriff gets new, \$50M jail)	Facilities		Delinquency
Deputy Probation Officer	Suburban	Central	Interested in having task force look into facilities issue; has many staff vacancies at the Juvenile Hall	Facilities		SCOPO
Deputy Probation Officer	Suburban	Central	Changes in facilities population: more 5150s, more drug- and alcohol-addicted children	Facilities		SCOPO
Deputy Probation Officer	Urban	North	The make-up of kids in Juvenile Hall is very different than 30 years ago; 30-40% of kids are taking psychotropic medication to control their behavior.	Facilities		SCOPO
Deputy Probation Officer	Suburban	Central	Assumption exists that juvenile system works but there is a waiting list of 200 to serve JH time; the system is not effective if they don't do their time immediately because then juveniles don't understand why they're being punished.	Facilities		SCOPO
Chief Probation Officer	Urban	Northern	Crowding is a problem that needs to be improved	Facilities	Conditions of Confinement	CPOC
Chief Probation Officer	Urban	North	Need to underline responsibility for conditions of confinement	Facilities	Conditions of confinement	Delinquency
Chief Probation Officer	Urban	North	Need to evaluate conditions of placement/detention facilities -> never can be fixed by individual county probation departments; statewide issue that demands state focus and statewide standards	Facilities	Conditions of confinement	Delinquency
Chief Probation Officer	Suburban	Central Coast	Institutions are significant time bombs ... unsafe for kids	Facilities	Conditions of confinement	Delinquency
Judge	Urban	South	Facilities are outdated ("anti-children") and are such that juveniles adjust to criminal treatment	Facilities	Conditions of confinement	Delinquency
Deputy Probation Officer	Suburban	Central	Facilities running at 150-200% capacity <ul style="list-style-type: none"> Will get more beds, might help a bit but they are taking a band-aid approach; only have enough staff to plug the holes 	Facilities	Conditions of Confinement	SCOPO

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Deputy Probation Officer	Urban	South	Institutions are chronically overcrowded	Facilities	Conditions of Confinement	SCOPO
Deputy Probation Officer	Urban	North	Need to address facilities issue: rampant overcrowding at CYA – dangerous for officers, high-risk situation	Facilities	Conditions of Confinement	SCOPO
Chief Probation Officer	Urban	Northern	Disproportionate minority confinement is a problem	Facilities	Disproportionate Minority Confinement	CPOC
Juvenile Court Judge	Suburban	Central Coast	Overcrowding problem – Santa Cruz took care of it through Annie E. Casey study	Facilities	Disproportionate Minority Confinement	Delinquency
Deputy Probation Officer	Suburban	Central	Run 70% non-DPOs in Juvenile Hall	Facilities	Staffing	SCOPO
Deputy Probation Officer	Suburban	Central	Impossible to maintain staffing requirements in institutions, hard to retain	Facilities	Staffing	SCOPO
Court Program Manager	Suburban	North	Need collaboration of Funding between agencies	Funding		BTB
Defense Attorney	Suburban	Central	Obvious when probation and Social Services not talking and fighting over money	Funding		BTB
Judge	Urban	North	Probation, low priority compared to other law enforcement entities	Funding		BTB
Judge	Urban	North	Shouldn't have to rely on grants	Funding		BTB
Mental Health	Suburban	Central	Need to blend funding streams	Funding		BTB
State CYA			Strategies for program funding: Need to have state department or agencies, i.e. delinquency services from State Mental Health etc.	Funding		BTB
District Attorney	Urban	South	Probation also administers large amounts of funds from the state and federal government that impact not just the courts, but also the entire community.	Funding		California District Attorneys Association
District Attorney			Funding issue: Problem exists when someone is responsible for funding, but they do not get input on the impact of funding; creates personnel issues, etc.	Funding		California District Attorneys Association
Court Executive	Suburban	North	County won't give money for administrative services, infrastructure. They need to do a reality check	Funding		CJAC
Court Executive	Urban	North	Budget cuts in early 90s led probation to cut misdemeanor programs	Funding		CJAC

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Judge	Rural	North	CPO doesn't have staff	Funding		CJAC
Judge	Urban	South	Adult not as well funded as juvenile although both are underfunded	Funding		CJAC
Judge	Suburban	North	Probation is under-funded for what it is asked to do	Funding		CJAC
Judge	Suburban	North	Need adequate funding to solve problems with probation departments	Funding		CJAC
Judge	Suburban	Central Coast	Money isn't balanced rationally, felons are banked but grant funded misd. Are supervised and receive services	Funding		CJAC
Judge	Suburban	Central Coast	Large banked felony caseloads, not enough money	Funding		CJAC
			Look at "patch" available through AFDC/Foster care that can pay for probation placement	Funding		CPDA
Deputy Public Defender	Urban	North	Surprised at statement made that juvenile probation is well funded; her belief is that decisions are made with view toward protecting budget. The AB 575 plan required by probation calls for a psych evaluation but it's often not done (and it rarely happens if it's out of the probation's budget)	Funding		CPDA
Chief Probation Officer	Rural	North	Small county – has more than 480 felons on his caseload; Prop 36 will mean he will receive funding to supervise misdemeanor drug offenders but no money to supervise serious felons – this doesn't make sense to him.	Funding		CPOC

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Chief Probation Officer (retired)	Suburban	North	<ul style="list-style-type: none"> Sees greater distinction between the courts and county administrations in the future due to TCF Sources of funding are complicated and "braided" (money comes from TANF, Title IV, Social Services, Prop 172) Not much money comes from the General Fund No money comes from courts, even though Pos carry out their orders Funding stream complicated since probation offers such a wide array of services Leans toward TCF as base for funding Little money available for adult probation CPOs have to be creative, and spend a great deal of time chasing dollars; compete for grants with each other. 	Funding		CPOC
Chief Probation Officer	Urban	Northern	Judges' orders have a financial impact (e.g. the case in which the firing of a CPO by a PJ caused a lawsuit to be brought against the court)	Funding		CPOC
Chief Probation Officer	Rural	Central	Mariposa BOS is supportive, but the system needs to be improved so that CPOs don't have to beg for funding	Funding		CPOC
Chief Probation Officer	Suburban	Northern	Most probation departments are funded 50-70% by external sources (TANF, grants, etc.)	Funding		CPOC
Chief Probation Officer	Urban	South	Trial Court Funding was a significant change that will continue to affect probation in the future; separation of the courts from the county will create funding problems since the BOS funds probation but does not have as much control over CPOs as they'd like.	Funding		CPOC
Chief Probation Officer	Urban	South	A statewide system in which only one funding source exists may be an improvement in terms of consistency.	Funding		CPOC
Supervisor	Urban	Southern	Funding is a problem	Funding		CSAC
Chief Probation Officer	Suburban	Central	<ul style="list-style-type: none"> Have a 210-bed facility with open beds, so sold 60 beds to the INS – created \$3.4 million in revenue; probation needs to "think outside the box" 	Funding		CSAC
Chief Probation Officer	Suburban	North	ERAF issues: no funding to keep people out of prison	Funding		Delinquency

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Chief Probation Officer	Suburban	Central Coast	Good to see recognition of abandonment of CPO – have crashed other funding streams (e.g., TANF) – need to address lack of resources for adults (which don't exist except for drug courts, DV courts, etc.)	Funding		Delinquency
Chief Probation Officer	Suburban	Central Coast	Big fear that when price tag of probation is realized, hope all work of task force is not lost; all other services will be affected; mental health, social services, etc. ... all are facing funding difficulties	Funding		Delinquency
Director of Children's System of Care	Suburban	North	Need to look to Legislature to increase funding options for probation	Funding		Delinquency
Deputy Probation Officer	Suburban	North	More funding is necessary to pay DPOs more	Funding		Family Violence Conference
Probation Manager	Suburban	Central Coastal	Not much money goes to domestic violence caseloads, until there are several DV-related homicides.	Funding		Family Violence Conference
Probation Manager	Suburban	Central Coastal	Receive Modernization Fund money through TANF and Medi-Cal for adult probation	Funding		Family Violence Conference
Juvenile Court Judge	Urban	Southern	Funding Issue: Due to a shortage of money, is not sure that it would be a good idea to have probation departments competing for funding on a statewide level.	Funding		Juvenile Law Institute
Juvenile Court Judge	Rural	Northern	Probation should be funded by the courts	Funding		Juvenile Law Institute
Juvenile Court Judge	Urban	Northern	Also need to consider that probation departments would be contending with the state legislature for funding	Funding		Juvenile Law Institute
Attorney	Urban	South	<ul style="list-style-type: none"> ▪ Nature of funding: "Quicksand funding" ▪ Competition locally (funding) – must compete w/ Mental Health, DSS etc. ▪ Juvenile Committee must take hard look at records from their service perspective 	Funding		Juvenile Law Subcommittee
Referee	Urban	North	Need resources and training	Funding		Juvenile Law Subcommittee
Deputy Probation Officer	Suburban	Central	All county probation departments have different budgets and focus	Funding		SCOPO

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Deputy Probation Officer	Urban	North	<ul style="list-style-type: none"> Probation receives 26% of its budget from general funds – the rest is federal money 	Funding		SCOPO
Deputy Probation Officer	Urban	South	Problem: programs are designed to attract money, result is that money is diverted from other areas of the department, or other programs will be abandoned because resources are needed for the program that got funded	Funding		SCOPO
Deputy Probation Officer	Urban	South	Received a grant for a new facility, so the BOS reduced their general funds \$ - those funds are necessary	Funding		SCOPO
Deputy Probation Officer	Suburban	Central	Department has captured many grants, so the BOS takes away their core funds; need for a stable funding base	Funding		SCOPO
Deputy Probation Officer	Suburban	Central	Over the last 20 years, general funds funding has decreased from 80% to 20%	Funding		SCOPO
Deputy Probation Officer	Suburban	Central	If move to a state model, need a plan for when officials change offices – what happens to funding?	Funding		SCOPO
Deputy Probation Officer	Suburban	Central	The current system does not work well because no stable system exists – fluctuates based on funding	Funding		SCOPO
Deputy Probation Officer	Suburban	Central	The public assumes that probation gets enough funding to do their jobs, and that when a judge makes an order, it is carried out by probation; this often doesn't happen.	Funding		SCOPO
Deputy Probation Officer	Suburban	Central	Lack of consistency in how departments are funded and directed	Funding		SCOPO
Deputy Probation Officer	Suburban	North	Kids in programs funded with grants get lots of services but other kids have never met Deputy Probation Officer	Funding	Grants	BTB
Deputy Probation Officer	Suburban	North	Too dependent on grant funding, not enough money & service for regular teams.	Funding	Grants	BTB
Deputy Probation Officer	Urban	South	Grants - Probation, Social Services, CBO, Mental Health working together--Need more level playing field	Funding	Grants	BTB
Deputy Probation Officer	Suburban	North	Grant funding is problematic	Funding	Grants	BTB
Court Executive	Suburban	North	CPO has brought in innovative grant programs	Funding	Grants	CJAC

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Court Executive	Suburban	North	Denigration of services since Prop 13 Active supervision of misdemeanors are non-existent	Funding	Grants	CJAC
Court Executive	Suburban	North	Grants – require to operate (since probation is at the bottom of the food chain)	Funding	Grants	CJAC
Court Executive	Suburban	North	Creative in obtaining grant funding; successful in diverting lots of cases away from courts. Want to preserve this under any model	Funding	Grants	CJAC
Judge	Suburban	Central Coast	Grant funding from the state and federal government tells CPO how to spend \$\$	Funding	Grants	CJAC
Judge	Suburban	Central Coast	Grants from State; drives programs/policy, then BOS, judges, grantees (State/Feds), many masters.	Funding	Grants	CJAC
Public Defender	Suburban	North	Describes “grant prostitution” in which well-admired CPO succeeds in getting grants, but the majority of kids aren’t getting services; energy and ambition devoted to getting grants, and then a slim majority of juveniles get served	Funding	Grants	CPDA
Supervisor	Rural	Central	Problem: Grant funding <ul style="list-style-type: none"> Impossible to hire FTEs if continued funding is not guaranteed Need for more stable funding 	Funding	Grants	CSAC
Deputy Probation Officer	Urban	South	Probation has to chase grants; we need a stable funding source	Funding	Grants	SCOPO
Deputy Probation Officer	Suburban	Central	Have received grant money for more beds in facility, but can only fill them with people with certain characteristics – can no longer have pre-court detention	Funding	Grants	SCOPO
Deputy Probation Officer	Urban	South	Preponderance of funding goes to juveniles because probation chases grants	Funding	Grants	SCOPO
Deputy Probation Officer	Suburban	Central	Grants are too restrictive and cause conflict within the department; give money for certain programs that the entire department should have	Funding	Grants	SCOPO
Probation Manager – Juvenile Division	Rural	North	Interstate compact – lots of kids from other states (especially Nevada); if adjudicated in California, but child lives in Nevada, they can’t transfer wardship to another state, but also can’t provide any supervision	Interstate compact		Delinquency

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Court Program Manager	Suburban	North	Top leadership all meet weekly (workable in small county)	Relationships		BTB
District Attorney			Prosecution and law enforcement should have been on the task force.	Relationships		California District Attorneys Association
Supervisor	Suburban	Northern	Troublesome that judges and BOS never meet together; on mental health issues they meet with juvenile judges	Relationships		CSAC
Supervisor	Rural	Central	There is not a great deal of trust or information sharing between agencies	Relationships		CSAC
Supervisor	Rural	Central	Judges not engaged with BOS	Relationships		CSAC
Juvenile Judge	Urban	Northern	The Trial Court Employees Act has brought new areas of liability to the courts, but we can't let the threat of lawsuits scare us. Judges have to learn management.	Relationships		Juvenile Law Institute
			Need to address issue of children with dual status (241.1 dual status) explore staying 300 or 602	Relationships	Dual Status	BTB
Attorney (children in Dependency)	Rural	North	Services are for 300 kids and not 602s (Placement vs. Services)	Relationships	Dual Status	BTB
Department of Social Services	Urban	Central	241 proceeding once child is done with 602 no way to go back to 300 or home. Therefore kept in placement	Relationships	Dual Status	BTB
Department of Social Services	Suburban	Central	241.1	Relationships	Dual Status	BTB
Deputy Probation Officer	Urban	South	System for 300/ 600 cross over	Relationships	Dual Status	BTB
Judge	Urban	North	Standing Court Order, exchange of information among service providers & work well together (some cases go from 600 system to 300 system)	Relationships	Dual Status	BTB
Attorney (children in Dependency)	Rural	North	Services are punitive, with 300 they are rehabilitative	Relationships	Dual Status	BTB
Department of Social Services	Suburban	North	Statutorily Services are available to 300 and 600 kids but services aren't provided in 600, this is bad policy	Relationships	Dual Status	BTB
Attorney (children in Dependency)	Rural	North	Neighboring counties need to coordinated/pool funding	Relationships	Organizational structure	BTB

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Department of Social Services	Central	Rural	Fragmentation isn't working. Need state leadership as to what works with these kids	Relationships	Organizational structure	BTB
Deputy Probation Officer	Suburban	North	Juvenile and adult should be separate (Juvenile appointment by Juvenile PJ, adult by Court Presiding Judge)	Relationships	Organizational structure	BTB
Deputy Probation Officer	Suburban	North	Probation should follow state model based on DSS – state level agency with county and regional offices (Good local relationship)	Relationships	Organizational structure	BTB
Judge	Urban	North	Approval Process SF method of appointing separate CPO for adult and juvenile services interesting, may not make sense to keep adult and juvenile together	Relationships	Organizational structure	BTB
Probation Manager	Suburban	Central	Need to create a state probation department, currently there is a lack of state leadership. This hurts probation in terms of money and legislation	Relationships	Organizational structure	BTB
Probation Manager	Suburban	Central	No mechanism to make statewide change	Relationships	Organizational structure	BTB
Probation Manager	Suburban	Central	There is a need for coordination between counties	Relationships	Organizational structure	BTB
Probation Manager	Suburban	Central	Difference between juvenile and adult and within department they compete for money	Relationships	Organizational structure	BTB
State CYA			Legislative support at state level is needed to advocate for probation	Relationships	Organizational structure	BTB
District Attorney	Urban	South	Concerned about who funds probation, its structure, and where responsibilities lie.	Relationships	Organizational Structure	California District Attorneys Association
Assistant Court Executive	Suburban	Central	We ask probation to do so much, maybe it should be broken up <ul style="list-style-type: none"> ▪ Institutions: County ▪ Services (Court, pre and post): Court 	Relationships	Organizational structure	CJAC
Court Executive	Urban	South	Local system creates disparity from county to county in services and resources	Relationships	Organizational structure	CJAC
Court Executive	Urban	North	Break up probation <ul style="list-style-type: none"> ▪ Custody – Should remain with county ▪ Services with court 	Relationships	Organizational structure	CJAC
Court Executive	Urban	North	Should parallel with Sheriff and MOU for services. <ul style="list-style-type: none"> ▪ Cost-effective way of doing business ▪ Level of service may go up ▪ Look at jurisdictions where probation does juvenile 	Relationships	Organizational structure	CJAC

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Court Executive	Urban	North	If probation services were realigned, how would the money be handled? MOE, dealing with revenue source? Similar to TCF	Relationships	Organizational structure	CJAC
Deputy Public Defender	Urban (formerly in suburban county)	North (formerly in central)	Questions rotation system from adult to juvenile ... is any thought given to specialization in certain fields?	Relationships	Organizational Structure	CPDA
Chief Probation Officer	Suburban	Central Coast	Would advocate for greater integration of adult/juvenile probation services (doesn't agree that two departments should be separated) – better equipped to address intergenerational cycles of crime if departments are integrated	Relationships	Organizational structure	Delinquency
Judge	Urban	South	Recommends separating adult and juvenile probation services	Relationships	Organizational structure	Delinquency
Judge	Urban	South	Criticizing SYSTEM, not PEOPLE	Relationships	Organizational structure	Delinquency
Judge	Rural	North	Must separate adult and juvenile probation services	Relationships	Organizational structure	Delinquency
Juvenile Judge	Urban	Southern	The separation between juvenile and adult probation doesn't make sense to him – the two departments should be merged into one.	Relationships	Organizational Structure	Juvenile Law Institute
Juvenile Judge	Urban	Northern	Model for consideration: partnership between the courts, probation, and the CDC (parole)	Relationships	Organizational Structure	Juvenile Law Institute
Commissioner	Urban	North	Need leadership from the top to change attitudes about how we view our children	Relationships	Organizational Structure	Juvenile Law Subcommittee
Deputy Probation Officer	Urban	South	If a move is made to a TCF model, don't take away local oversight, don't abandon programs, and don't force them to hire certain types of employees	Relationships	Organizational Structure	SCOPO
Deputy Probation Officer	Urban	South	Need for a central agency to iron out differences between counties (i.e. if 18 year olds can be placed in juvenile hall, etc.)	Relationships	Organizational Structure	SCOPO
Deputy Probation Officer	Urban	South	Should look at Connecticut – Have a unified police department	Relationships	Organizational Structure	SCOPO
Deputy Probation Officer	Urban	South	We have a state parole department; we should look at that model since salaries and benefits are uniform throughout the state	Relationships	Organizational Structure	SCOPO
Deputy Probation Officer	Urban	South	Training of DPOs and CBOs is key	Relationships	Probation to CBOs	BTB
Deputy Probation Officer	Urban	South	Can't have success with out CBO partnership	Relationships	Probation to CBOs	BTB

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
CPO	Urban	Southern	CBOs are better suited to provide services than probation officers	Relationships	Probation to CBOs	CPOC
Judge	Urban	South	Big concern is liability issue. Subjects Board/County to liability	Relationships	Probation to County	CJAC
Judge	Suburban	North	Educate BOS about work of Probation	Relationships	Probation to County	CJAC
Judge	Suburban	North	Probation gets less than DA and sheriff	Relationships	Probation to County	CJAC
Judge	Rural	North	Keep independent/autonomy of county; makes it more flexible to local needs	Relationships	Probation to County	Delinquency
Defense Attorney	Suburban	Central	Judge needs to be involved	Relationships	Probation to Court	BTB
Judge	Urban	North	Multi-Disciplinary Teams – since probation part of court, they participate, hard to get Sheriff and Police involved	Relationships	Probation to Court	BTB
Court Executive	Suburban	Central	Timelines of Probation Violation notification are inadequate	Relationships	Probation to Court	CJAC
Judge	Urban	North	Functions of probation sometimes not consistent with neutrality of court – need to consider! Can't be an "arm" of court for that reason	Relationships	Probation to Court	CJAC
Judge	Urban	South	Probation Department-functions as eyes and ears of court: <ul style="list-style-type: none"> Gets information about charge and appropriate consequences (sentence, etc.) Ensures that defendant/youth complies with orders and notifies court if not complying Court reports provide necessary information Assist court in carrying out orders of court and notifying if defendant is not complying. Probation and Social Services-regarding juveniles, probation's job is to develop juvenile delinquency prevention programs; make appropriate referrals; should work collaboratively 	Relationships	Probation to Court	CJAC
Judge	Urban	South	Legitimate concern is that Courts haven't been good at overseeing and supervising CPO	Relationships	Probation to Court	CJAC
Judge	Urban	South	Professionalism in Court Executive area has bled over into CPO	Relationships	Probation to Court	CJAC
Deputy Public Defender	Suburban	North	Referees are especially vulnerable to the influence of the POs and others -> don't challenge DPO or county counsel and will always go along with the recommendations to preserve job	Relationships	Probation to Court	CPDA

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Deputy Public Defender	Urban (formerly in suburban county)	North (formerly in central)	Sees lack of discretion – probation viewed as arm of the court	Relationships	Probation to Court	CPDA
Chief Probation Officer	Urban	North	Is concerned that judges may be unaccustomed to negotiating (a skill required in administration); if probation moves under the courts, she would like the Judicial Council to provide management and training to judges	Relationships	Probation to Court	CPOC
Supervisor	Suburban	Northern	PJ and Juvenile PJ very cooperative	Relationships	Probation to Court	CSAC
Chief Probation Officer	Suburban	North	Some judges don't care if orders are enforced	Relationships	Probation to Court	Delinquency
Chief Probation Officer	Suburban	North	Lots of pressures on probation; judge makes orders, expect it to happen without engaging in the delivery of day-to-day operations	Relationships	Probation to Court	Delinquency
Judge	Urban	South	Courts should appoint CPO for juvenile and should direct the department	Relationships	Probation to Court	Delinquency
Judge	Urban	South	Prepared to work to make changes	Relationships	Probation to Court	Delinquency
Juvenile Court Judge	Suburban	Central Coast	Judges have to support CPO	Relationships	Probation to Court	Delinquency
Deputy Probation Officer	Suburban	Central	Department has good relationships with the courts because DPOs are in the courts (court officers), and the judges take the DPO's opinions into account.	Relationships	Probation to Court	Family Violence Conference
Domestic Violence Researcher	Urban	North	Probation is an arm of the court – it should be funded by the state.	Relationships	Probation to Court	Family Violence Conference
District Attorney	Suburban	North	Courts are looked upon differently than District Attorneys offices, since although DAs are funded by the counties, at least one voice advocates for DAs. There is a lack of leadership in the courts.	Relationships	Probation to Court and County	California District Attorneys Association
			CPO should be elected (Power like District Attorney, Sheriff)	Relationships	Probation to Court and County	BTB
			Budget should be with Presiding Judge not the Board	Relationships	Probation to Court and County	BTB
Court Program Manager	Suburban	North	Sees probation as an arm of the court	Relationships	Probation to Court and County	BTB

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Deputy Probation Officer	Suburban	North	Probation needs to be arm of court	Relationships	Probation to Court and County	BTB
Judge	Urban	North	Separation of powers is an issue when considering appointing authority	Relationships	Probation to Court and County	BTB
Judge	Urban	North	Can't separate money from appointment	Relationships	Probation to Court and County	BTB
Judge	Urban	North	CPO should be selected by court, needs to be responsible to court.	Relationships	Probation to Court and County	BTB
District Attorney	Urban	South	In my county, the court is not interested in being involved in issues outside of the administration of justice; the Board of Supervisors is more interested in community issues.	Relationships	Probation to Court and County	California District Attorneys Association
District Attorney	Suburban	Central	Have a new, very good Chief Probation Officer, but the fact that the courts controls him is a problem. The courts often ignore mandates, and they are not included in the probation reports.	Relationships	Probation to Court and County	California District Attorneys Association
District Attorney	Suburban	North	Has a very good relationship with the CPO, but looking down the road, can see that as a result of Trial Court Funding, the Supervisors perceive that the courts are out of the loop; they have a parasitic relationship. There is resentment about the way the Court Executive Officers handle personnel relationships. If probation separates from the county, the counties might resent probation more since it is funded by the counties but is supervised by the courts.	Relationships	Probation to Court and County	California District Attorneys Association
Judge	Suburban	Central Coast	CPO has many masters	Relationships	Probation to Court and County	CJAC
Court Executive	Suburban	North	Court appoints but BOS evaluates with judicial input	Relationships	Probation to Court and County	CJAC
Court Executive	Suburban	North	Probation is 2nd Class Citizen <ul style="list-style-type: none"> ▪ Stuck between BOS and court without advocate ▪ Dysfunctional – BOS sets price; serve at will of judges ▪ Neither county nor court has taken ownership (similar to Ct Exec before TCF) 	Relationships	Probation to Court and County	CJAC

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Court Executive	Urban	North	<ul style="list-style-type: none"> Gaps in supervision of CPO (due to cycles of Juvenile Presiding Judge) lead to lack of continuity Accountability will increase if there is greater continuity in leadership Better for court to supervise but need continuity and leadership 	Relationships	Probation to Court and County	CJAC
Court Executive	Suburban	North	BOS and Court work together <ul style="list-style-type: none"> Board retains formal appointment authority, but works jointly with court Board evaluates CPO Board sees budget as driving other costs (jails)/probation budget linked to other county services 	Relationships	Probation to Court and County	CJAC
Court Executive	Urban	South	Counties may be rewarded (like facilities) if the gave short shrift to services.	Relationships	Probation to Court and County	CJAC
Court Executive	Suburban	North	Solano County BOS- one that sought legislation to change appointment authority due to relationship <ul style="list-style-type: none"> CPO w/ BOS; resolved through joint evaluation of CPO by CAO and panel of judges Probation (function is related to court; funded by county) 	Relationships	Probation to Court and County	CJAC
Court Executive	Suburban	North	Washington state may be model where probation is unit/organization department under court	Relationships	Probation to Court and County	CJAC
Judge	Urban	South	BOS approached by judges to seek legislation to put CPO under CAO in that county; court adamantly opposed. Then and audit followed. Result was a Probation Oversight Committee (1994). Still in place, meets periodically, evaluates CPO	Relationships	Probation to Court and County	CJAC
Judge	Urban	South	CPO has to answer to court to get needed services	Relationships	Probation to Court and County	CJAC
Judge	Urban	South	In 7 counties where BOS appoints, do they have greater funding? This would argue for having BOS appoint CPO	Relationships	Probation to Court and County	CJAC
Judge	Suburban	Central Coast	BOS doesn't treat CPO as well as BOS-appointed management, therefore CPO needs support from sheriff etc.	Relationships	Probation to Court and County	CJAC
Judge	Suburban	North	CPO should be under court and held accountable	Relationships	Probation to Court and County	CJAC

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Judge	Suburban	North	If you look at specialized courts, very expensive – should be under court, not board	Relationships	Probation to Court and County	CJAC
Judge	Suburban	North	Have Probation Committee with involvement of supervisors. <ul style="list-style-type: none"> Role of Probation Committee – looks at operations, timeliness, etc. 	Relationships	Probation to Court and County	CJAC
Chief Probation Officer	Rural	North	<ul style="list-style-type: none"> CPOs pulled in two different directions: judges' demands for more supervision don't meet the desires of the BOS, who do not allocate enough resources Has had to answer to many masters for many years 	Relationships	Probation to Court and County	CPOC
Chief Probation Officer	Rural	North	Works for many masters – wants to be with the courts	Relationships	Probation to Court and County	CPOC
Chief Probation Officer	Rural	North	Has a good working relationship with judges, but lot of political hurdles exist with regard to the BOS – has seen 5 BOS members come and go in 4 years	Relationships	Probation to Court and County	CPOC
Chief Probation Officer	Rural	North	Judges know far more about daily operation of his department than the BOS	Relationships	Probation to Court and County	CPOC
Chief Probation Officer	Urban	North	Probation is “whipsawed” by being in the middle of the counties and the courts; many demands/mandates from judiciary, county and CAO	Relationships	Probation to Court and County	CPOC
Chief Probation Officer	Suburban	North	If the economy worsens, so will the problem of probation serving two masters	Relationships	Probation to Court and County	CPOC
Chief Probation Officer	Rural	Northern	People have mentioned the high costs of placing probation under the courts, but we need to consider the loss of manpower and time spent chasing dollars and grants; a state system could end up saving a lot of money in the long-run.	Relationships	Probation to Court and County	CPOC
Supervisor	Urban	Southern	Probation has a good relationship with the courts – the courts select the CPO but the BOS has veto power; system works well	Relationships	Probation to court and county	CSAC
Supervisor	Rural	Central	BOS has budget control of probation, but no responsibility because the court requires/demands something different; the courts have no budget control	Relationships	Probation to court and county	CSAC
Supervisor	Suburban	Central	Tulare has a rocky relationship with the courts <ul style="list-style-type: none"> Lack of administrative capabilities at the court level Have a good CPO, works well with CAO 	Relationships	Probation to court and County	CSAC

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Chief Probation Officer	Suburban	North	Structural problem – failure of advocacy; judges have allowed probation departments to atrophy, haven't permitted probation to maintain funding/stature of other agencies (i.e., welfare, social services)	Relationships	Probation to Court and County	Delinquency
Chief Probation Officer	Suburban	North	CAOs have same problem with elected officials (as with CPOs) – responsibility for department, but no authority over who is elected as department head; not sure if “fixing” the appointment system will help anything	Relationships	Probation to Court and County	Delinquency
Chief Probation Officer	Suburban	North	Sees juvenile as ward of court, CPO as officer of court; following logic, probation should reside where it belongs (with court)	Relationships	Probation to Court and County	Delinquency
Chief Probation Officer	Suburban	Central	Please solve problem of having to serve two masters – needs independence of TCF models, supports this bud would require judges to stand behind probation	Relationships	Probation to Court and County	Delinquency
Chief Probation Officer	Suburban	Central	Would like to see judges' support when probation goes before BOS	Relationships	Probation to Court and County	Delinquency
Chief Probation Officer	Urban	North	As TCF is perfected, tension between court and county will increase and CPO will be thrust further into tense, stressful situation	Relationships	Probation to Court and County	Delinquency
Chief Probation Officer	Urban	North	Liability – independently elected officials have resulted in enormous settlements; don't let CPO settlement in Lassen County drive decision about appointment authority	Relationships	Probation to Court and County	Delinquency
Chief Probation Officer	Urban	North	Appointment of CPO started out as catalyst, going beyond operation of system, means revision of law; appears to be larger task than was original envisioned and may require a more long-term examination; don't let other stuff “dangle,” just do CPO	Relationships	Probation to Court and County	Delinquency
Deputy Chief Probation Officer	Suburban	North	Bring probation under TCF, make probation employees part of “court executive” staff (now disparity in salaries, etc. following TCF between court and probation employees)	Relationships	Probation to Court and County	Delinquency

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Deputy Chief Probation Officer	Suburban	North	Case in Lassen County (CPO fired by PJ, settled with county for \$2.3M – issue of liability) is not valid basis for change to governance structure; need to look at that as isolated incident – concerned that this is a push for county to take over probation	Relationships	Probation to Court and County	Delinquency
Director of Children's System of Care	Suburban	North	Bring probation into trial court funding model	Relationships	Probation to Court and County	Delinquency
Judge	Rural	North	CPO is difficult position due to governance relationship: funding from the county and direction from the court	Relationships	Probation to Court and County	Delinquency
Judge	Rural	North	Who controls the budget should control services	Relationships	Probation to Court and County	Delinquency
Juvenile Court Judge	Urban	Northern	It is impossible to manage an agency whose employees are hired by one agency and controlled by another; current practice violates the first rule of management	Relationships	Probation to Court and County	Juvenile Law Institute
Judge	Suburban	North	Appointment authority should be commission – equitable solution: body pays bills and courts both have say-so but Court should have veto power (right of refusal)	Relationships	Probation to Court and County	Juvenile Law Subcommittee
Chief Probation Officer	Suburban	Central	Hopes the work of the PSTF will be a reality check for the courts. Thinks that the courts will realize that probation does work for the courts, and hopes that the courts will stand behind probation.	Relationships	Probation to Courts	CPOC
Juvenile Judge from Indiana			Juvenile judges hire and fire the CPO, run probation facilities and services; works well for them <ul style="list-style-type: none"> ▪ But recognizes that it is difficult for judges to learn management and administration; these skills are not taught in law school ▪ This model would require a new area of responsibility from judges 	Relationships	Probation to Courts	Juvenile Law Institute
Chief Probation Officer	Suburban	Northern	Predicts the status quo; thinks probation will report to both the BOS and the court but the system will become mandatory	Relationships	Probation to Courts and County	CPOC
Chief Probation Officer	Suburban	Northern	Probation should move either entirely under the BOS or the courts	Relationships	Probation to Courts and County	CPOC
Chief Probation Officer	Suburban	Northern	Wants a quasi state agency under the court system to be in charge of probation	Relationships	Probation to Courts and County	CPOC

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Chief Probation Officer	Suburban	Northern	Wants to shift to TCF model – court administration of probation would not be that expensive, if only the responsibility for court-related aspects of probation are shifted to the courts	Relationships	Probation to Courts and County	CPOC
Chief Probation Officer	Suburban	Northern	Workload standards can't be created under the county model, due to individual funding streams	Relationships	Probation to Courts and County	CPOC
Juvenile Court Judge	Urban	Southern	Wants county level control over probation; concerned that the state is taking over control of the courts	Relationships	Probation to Courts and County	Juvenile Law Institute
Juvenile Court Judge	Rural	Northern	The courts should appoint and control the CPO; state control would be more stable and less susceptible to local political changes	Relationships	Probation to Courts and County	Juvenile Law Institute
Deputy Probation Officer	Suburban	Central	TCF hasn't had much of an effect on probation yet; perhaps more stable due to court unification	Relationships	Probation to Courts and County	SCOPO
Deputy Probation Officer	Suburban	Central	Moving to court-ordered collaboration with law enforcement	Relationships	Probation to Other Collaborative County Agencies	SCOPO
Attorney	Urban	North	Problems with District Attorney not following through	Relationships	Probation to Other Collaborative County Departments	BTB
Defense Attorney	Suburban	Central	State should spend money to get everyone together to talk	Relationships	Probation to Other Collaborative County Departments	BTB
Department of Social Services	Suburban	North	Probation needs to work with Social Services etc.	Relationships	Probation to Other Collaborative County Departments	BTB
Department of Social Services	Suburban	North	Shared placements	Relationships	Probation to Other Collaborative County Departments	BTB

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Department of Social Services	Suburban	North	Work together and be collaborative (Probation and Social Services)	Relationships	Probation to Other Collaborative County Departments	BTB
Department of Social Services	Urban	Central	CPS/Probation have good relationship--Multi-disciplinary teams	Relationships	Probation to Other Collaborative County Departments	BTB
Department of Social Services	Suburban	Central	Doesn't work together	Relationships	Probation to Other Collaborative County Departments	BTB
Department of Social Services	Suburban	Central	Local community agencies needs to talk to one another (works better when everyone works together)	Relationships	Probation to Other Collaborative County Departments	BTB
Judge	Urban	North	Social Services & probation work well together (history of probation in dependency)	Relationships	Probation to Other Collaborative County Departments	BTB
Mental Health	Suburban	Central	Important to have partnerships (Social Services, Mental Health, Education, Probation)	Relationships	Probation to Other Collaborative County Departments	BTB
Social Worker	Urban	South	Probation needs to get feedback from ancillary services (PD Officer, DA, DSS, Mental Health, Education)	Relationships	Probation to Other Collaborative County Departments	BTB
Social Worker	Urban	South	Little coordination of services; need to consider all services	Relationships	Probation to Other Collaborative County Departments	BTB

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
District Attorney			DAs would like Victim/Witness Units to be in their office, not in probation departments. Close to 20 units in the state are located in the probation departments of that county, while in the other counties they are located in the District Attorney's office.	Relationships	Probation to Other Collaborative County Departments	California District Attorneys Association
District Attorney	Suburban	Central	Prosecution should be involved in the task force.	Relationships	Probation to Other Collaborative County Departments	California District Attorneys Association
CPO	Suburban	Northern	Hopes that the significant statutory role of each county's Juvenile Justice Commission is not ignored by the PSTF	Relationships	Probation to Other Collaborative County Departments	CPOC
CPO	Urban	Northern	Spends a great deal of time defining "probation" and "parole" to legislators; what will happen if probation becomes a state agency – will it be incorporated into parole?	Relationships	Probation to Other Collaborative County Departments	CPOC
Supervisor	Rural	Northern	Sees cooperation between probation and county agencies; Social Services and Mental Health work with probation to get better results	Relationships	Probation to other collaborative county departments	CSAC
Supervisor	Suburban	Northern	Probation has been whipsawed; will meet with Juvenile Justice Coordinating Council to establish goals jointly on budget/appointment issues, what probation officers should do	Relationships	Probation to Other Collaborative County Departments	CSAC
Deputy Probation Officer	Suburban	Central	The District Attorney, victim/witness advocates, and DPOs are beginning to evaluate programs together; the group meets weekly to collaborate. <ul style="list-style-type: none"> This system should be statewide 	Relationships	Probation to Other Collaborative County Departments	Family Violence Conference
Deputy Probation Officer	Suburban	North	Probation department has vertical and horizontal collaboration – DPOs work with other officers at other levels of supervision and experience, and they collaborate with Mental Health to get wraparound services.	Relationships	Probation to Other Collaborative County Departments	Family Violence Conference

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Deputy Probation Officer	Suburban	North	Probation department starting to work with other social service agencies.	Relationships	Probation to Other Collaborative County Departments	Family Violence Conference
Deputy Probation Officer	Suburban	North	Probation's success depends largely on which service providers it partners with	Relationships	Probation to Other Collaborative County Departments	Family Violence Conference
Deputy Probation Officer	Suburban	North	Collaboration between agencies is needed	Relationships	Probation to Other Collaborative County Departments	Family Violence Conference
Deputy Probation Officer	Suburban	North	County has children's system of care – made up of interdisciplinary teams between DSS and probation	Relationships	Probation to Other Collaborative County Departments	Family Violence Conference
Deputy Probation Officer	Suburban	Central	Probation works well with CPS and employment development programs	Relationships	Probation to Other Collaborative County Departments	Family Violence Conference
Deputy Probation Officer	Suburban	North	CPO meets weekly with the PJ; they find money to get DPOs (they have 5 DPOs from mental health money) <ul style="list-style-type: none"> • Collaboration is essential 	Relationships	Probation to Other Collaborative County Departments	Family Violence Conference
Deputy Probation Officer	Suburban	North	Probation has developed a system of care for adults and juveniles in collaboration with DSS	Relationships	Probation to Other Collaborative County Departments	Family Violence Conference
Probation Manager	Suburban	Central Coastal	Department collaborates a lot with DSS and Mental Health, but mainly in juvenile probation.	Relationships	Probation to Other Collaborative County Departments	Family Violence Conference

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Attorney	Urban	South	Need communication between probation, social services, MH etc.	Relationships	Probation to Other Collaborative County Departments	Juvenile Law Subcommittee
Department of Social Services	Suburban	North	<ul style="list-style-type: none"> Integration of probation and social service is the key to the system. Probation needs to align itself with social services to get services Would permit access to services from any angle 	Relationships	Probation to Other Collaborative County Departments	Juvenile Law Subcommittee
Judge	Urban	South	<ul style="list-style-type: none"> Probation needs to work with Dependency system Probation needs to work more closely with dependency system, outside of special projects Needs to work better on 241.1 issues Need systemic change Probation has slipped into the stepchild role 	Relationships	Probation to Other Collaborative County Departments	Juvenile Law Subcommittee
Referee	Urban	North	<ul style="list-style-type: none"> Public Defenders are not child advocates PDs are rotated and don't understand services and unique role 	Relationships	Probation to Other Collaborative County Departments	Juvenile Law Subcommittee
Social Worker/Service Provider	Urban	South	Invite Providers in; Wrap around services; need to provide preventative Services	Services		BTB
			Services needed related to gangs	Services		BTB
Attorney	Urban	North	Focus on end of spectrum (gangs) rather than beginning (truancy) – need to address needs and front-end- truancy courts	Services		BTB
Attorney (children in Dependency)	Rural	North	Need to give kids goals other than "Going Home" or turning 18	Services		BTB
Department of Social Services	Urban	Central	Wraparound Services pilot (5 year with control) is working well	Services		BTB
Deputy Probation Officer	Suburban	North	DPO visits the home, school, etc. not just office visits	Services		BTB
Deputy Probation Officer	Suburban	North	There are few services offered in the home	Services		BTB

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Deputy Probation Officer	Suburban	North	Gang Units - Left to police not probation	Services		BTB
Deputy Probation Officer	Suburban	North	Need to provide more supervision and supervision in the community, not the office	Services		BTB
Deputy Probation Officer	Suburban	North	Informal probation is a joke	Services		BTB
Social Worker/Service Provider	Urban	South	Need to keep kids with family whenever possible	Services		BTB
State CYA			AB 575 – probation needs to provide services but no money	Services		BTB
District Attorney	Urban	North	Is the PSTF looking at victim restitution issues and how probation departments can collaborate with the Board of Control and Franchise Tax and other agencies to improve victim restitution?	Services		California District Attorneys Association
District Attorney	Suburban	North	Dichotomy exists between adult and juvenile services, since different statutes govern each division. Prop 21 will intensify this dichotomy.	Services		California District Attorneys Association
Court Executive	Urban	North	Collection/compliance unit created under court, contract with probation services	Services		CJAC
Court Executive	Suburban	North	Intervention works, especially with juveniles. Want to preserve this under any model	Services		CJAC
Judge	Rural	North	Issues don't change with size of county—rural counties face same probation-related issues as medium and large counties (see comments at CJAC)	Services		CJAC
Judge	Urban	South	Drug Court (Adult/Juvenile) is successful. Probation has been innovative in the area of Domestic Violence	Services		CJAC
Judge	Urban	South	Juvenile services – some good programs (e.g. Home Supervision) due to overcrowding in Juvenile Hall	Services		CJAC
Judge	Suburban	Central Coast	Probation does guardianship investigation – seems misplaced	Services		CJAC
Judge	Urban	South	The Court has taken over collection; has assumed responsibilities because probation doesn't have staff to do it (misdemeanor & felony). Restitution can be collected with fees, fines and forfeitures	Services		CJAC

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Judge	Suburban	North	Restitution – another major issue; no follow up done	Services		CJAC
Chief Probation Officer	Urban	South	Negative aspects of TCF model: scope of probation services would have to narrow.	Services		CPOC
Chief Probation Officer	Suburban	North	The number of services offered will decrease if the economy worsens	Services		CPOC
Chief Probation Officer	Urban	Southern	The scope of probation services needs to be narrowed. People hold unrealistic expectations regarding probation's ability to provide a great deal of services; need to mainly focus on court issues and supervision of probationers	Services		CPOC
CAO	Rural	Northern	Probation officers should be in schools, visiting homes (along with Social Services and Mental Health)	Services		CSAC
Chief Probation Officer	Suburban	Central	Have had much success privatizing electronic monitoring services <ul style="list-style-type: none"> ▪ Have successfully reduced banked caseload from 5,000 to 1,000 ▪ Cost savings huge – offenders pay for monitoring service, the county supervises the service. 	Services		CSAC
Domestic Violence Researcher	Urban	North	Probation has been given a big job from PC 1203.097	Services		Family Violence Conference
Deputy Probation Officer	Suburban	North	DPOs are allowed to be present in treatment programs to answer client questions, etc.	Services		Family Violence Conference
Deputy Probation Officer	Suburban	Central	DPOs not allowed to be present in treatment programs in their county.	Services		Family Violence Conference
Deputy Probation Officer	Suburban	Central	A DPO's relationship with probationers is what matters most in terms of a probationer's progress.	Services		Family Violence Conference
Domestic Violence Researcher	Urban	North	San Francisco has a specialized court for juvenile DV cases.	Services		Family Violence Conference
Juvenile Court Judge	Urban	Southern	Need for more services in probation; juveniles are a second thought.	Services		Juvenile Law Institute
Deputy Probation Officer	Suburban	North	Probation's main job is to supervise felony probationers; 94% of clients are felons <ul style="list-style-type: none"> ▪ Can't get too wrapped up in special projects 	Services		SCOPO

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Deputy Probation Officer	Urban	North	In addition to felony probationers, probation also needs to supervise and rehabilitate misdemeanants so they don't get further into the system.	Services		SCOPO
Deputy Probation Officer	Urban	South	Need to look at what doesn't work – example of how Prop 36 came about	Services		SCOPO
Deputy Probation Officer	Suburban	Central	DPOs too busy putting out fires	Services		SCOPO
Deputy Probation Officer	Suburban	Central	A study was conducted and asked if in anything has really changed in probation over the last 30 years. Conclusion was that focus hasn't really changed. <ul style="list-style-type: none"> Innovative programs are really just repeats from the 1970s (e.g. probation officers on campus) 	Services		SCOPO
Chief Probation Officer	Rural	Central	Unfortunate that there are no services for adult felony probationers, since probation can work if there is enough funding and supervision	Services	Adult	CPOC
Chief Probation Officer	Urban	Northern	Lack of adult supervision	Services	Adult	CPOC
Chief Probation Officer	Urban	Northern	BOS funds juvenile programs rather than adult programs	Services	Adult	CPOC
Deputy Probation Officer	Urban	North	Need more resources for adults, have too many banked caseloads	Services	Adult	SCOPO
Chief Probation Officer	Suburban	North	2/3 of caseload is adults; everyone is happy with adult drug courts, but all they are is old-fashioned probation	Services	Adults	Delinquency
Deputy Probation Officer	Urban	South	High need for risk assessment	Services	Assessment	BTB
Private Defense Counsel	Urban	North	No individualized assessment is provided	Services	Assessment	CPDA
Probation Manager	Suburban	North	Their county uses Santa Barbara's risk management assessment tool	Services	Assessment	Family Violence Conference
Attorney	Urban	South	Develop book listing services and collaboration	Services	Best Practices	Juvenile Law Subcommittee

Probation Services Task Force
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Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Court Program Manager	Suburban	North	Cross supervision of probation and social services and education; Co Located; Much quicker by working together	Services	Collaboration	BTB
Mental Health	Suburban	Central	Assess Community resources (don't have enough court resources so you need to work with community)	Services	Collaboration	BTB
Probation Manager	Suburban	North	7 years probation and Social Services working together (Co-Located)—this works well	Services	Collaboration	BTB
Assistant Chief Probation Officer	Rural	North	Developmentally disabled often slip through cracks (i.e., placement, responsibility) – especially difficult in smaller counties; if criminal petition is dismissed, the kid is shipped off to CPS (not appropriate placement)	Services	Developmentally Disabled	Delinquency
Deputy Probation Officer	Suburban	North	Probation has the most information related to domestic violence treatment programs.	Services	Domestic Violence	Family Violence Conference
Deputy Probation Officer	Suburban	Central	No tolerance DV caseload is very intense; DPO is on call 24 hours/day, victims call in to report on status of offender; the program is effective, though.	Services	Domestic Violence	Family Violence Conference
Deputy Probation Officer	Suburban	Central	Spouses and children of probationers come to DPOs with problems; DPO meets with victims at least once a month, probationers twice a month.	Services	Domestic Violence	Family Violence Conference
Attorney	Urban	North	Educational needs of kids in 602 and 300; look at models in Nevada County	Services	Education	BTB
Attorney	Urban	North	In Monterey--School got grant to fund truancy program on campus (Deputy Probation Officer at School)	Services	Education	BTB
Deputy Probation Officer	Urban	South	Education – attending schools should be key to probation	Services	Education	BTB
Deputy Probation Officer	Urban	South	It is a disservice to kids to not deal with truancy	Services	Education	BTB
Deputy Probation Officer	Urban	South	Need legislation regarding 601 to make sure kids go to school	Services	Education	BTB
Mental Health	Suburban	Central	Contract for services regarding truancy, mentoring, working with schools.	Services	Education	BTB
Judge	Urban	South	Need to improve quality of education	Services	Education	Delinquency

Probation Services Task Force
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Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Public Defender	Suburban	North	Great frustration that programs (i.e., those funded by special grants) are not proven; no empirical evidence that they work	Services	Evaluation	CPDA
Public Defender	Suburban	North	Concept of “wraparound” services viewed by PDs as “runaround” services, they have never been brought in to discuss or evaluate	Services	Evaluation	CPDA
Judge	Urban	South	Need qualitative assessment of current programs	Services	Evaluation	Delinquency
Probation Manager	Suburban	North	A case manager started certifying programs that worked, but has since stopped since lack of staff resources	Services	Evaluation	Family Violence Conference
Probation Manager	Suburban	North	<ul style="list-style-type: none"> Doesn't feel qualified to evaluate programs and models Has a conflict of interest – can't audit and evaluate programs <ul style="list-style-type: none"> Would be beneficial to have state organization that audits programs, so individual counties don't have to do them. Need technical support from outside department. 	Services	Evaluation	Family Violence Conference
Deputy Probation Officer	Suburban	Central	Probation officers need to go to programs unannounced to evaluate them in order to get results/maintain standards	Services	Evaluation	Family Violence Conference
Deputy Probation Officer	Suburban	Central	Their department uses Santa Clara's program evaluation standards	Services	Evaluation	Family Violence Conference
Deputy Probation Officer	Suburban	North	Probation department has a manual, but no standards that lay out what the programs are supposed to accomplish	Services	Evaluation	Family Violence Conference
Deputy Probation Officer	Suburban	North	Inadequate DPO training	Services	Evaluation	Family Violence Conference
Deputy Probation Officer	Suburban	Central	<p>“Defining Success” doesn't work: definition based on many things, recidivism, etc.; battle over what makes a successful program</p> <ul style="list-style-type: none"> “Models” of success don't work – often, they declare a 100% success rate because they don't fail anyone 	Services	Evaluation	SCOPO
Attorney, Youth Law Center			Effects of parents on parole/probation – look at this (the number of kids is huge)	Services	Family	Juvenile Law Subcommittee

Probation Services Task Force
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Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Deputy Public Defender	Urban	South	Concern about services for juvenile girls: they are often held in Juvenile Hall two times as long as boys (approx. 4-5 months for girls vs. 1½ - 3 months for boys; need to develop more placement options for female juvenile population	Services	Girls	CPDA
Chief Probation Officer	Urban	Northern	Services that need to be addressed/improved: lack of programs for girls	Services	Girls	CPOC
			Lack of psychiatrists, 10% of children in juvenile hall are on meds, resulting in recidivism	Services	Mental health	BTB
Judge	Urban	North	Local Mental Health facilities need locked and not locked Pre and Post	Services	Mental health	BTB
Judge	Suburban	North	In mental health issue of kids in delinquency <ul style="list-style-type: none"> ▪ Mental Health in juvenile hall - positive impact ▪ Mental Health working well with probation 	Services	Mental Health	BTB
Mental Health	Suburban	Central	Merger of Mental Health and Social Services has had positive impact	Services	Mental Health	BTB
Mental Health	Suburban	Central	Mental Health staff in juvenile hall and boot camps	Services	Mental Health	BTB
Assistant Chief Probation Officer	Rural	North	Mental health has major impact on probation departments due to placements in CPS	Services	Mental health	Delinquency
Director of Children's System of Care	Suburban	North	Recognition that there is little in the way of resources for juvenile mental health/treatment services	Services	Mental health	Delinquency
Judge	Urban	South	Need for better and more mental health services in camps	Services	Mental Health	Delinquency
Probation Manager – Juvenile Division	Rural	North	Desperate need for therapy, but bureaucracy (paperwork, etc) burdens service providers	Services	Mental health	Delinquency
Juvenile Court Judge	Rural	Northern	There are no mental/physical health services because the BOS doesn't want to fund them.	Services	Mental health	Juvenile Law Institute
Attorney, Youth Law Center			Mental health/probation – collaboration is hopeful.	Services	Mental Health	Juvenile Law Subcommittee
Defense Attorney	Suburban	Central	Outside service placement problem	Services	Placement	BTB
Defense Attorney	Suburban	Central	Special needs kids end up in juvenile hall for weeks or months waiting for placement	Services	Placement	BTB
Department of Social Services	Urban	Central	Difficulty with placements: Some placements prefer 602's because of juvenile hall threat	Services	Placement	BTB
Deputy Public Defender	Urban	North	If child is approaching majority, a placement often is not sought (or they go to Youth Authority)	Services	Placement	CPDA

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Deputy Public Defender	Urban	South	Need to identify better placement options for smart kids with drug problems. Now only two options: (1) go to program where there is access to public school (academics OK, but no good treatment programs; or (2) in-house school (academics not challenging enough, but no access to drugs)	Services	Placement	CPDA
Deputy Public Defender	Urban	South	Insufficient services for juveniles with fire-setting history: private facilities won't take them due to liability, so they go to YA or go home	Services	Placement	CPDA
Deputy Public Defender	Urban	South	Placement reviews: not terribly thorough or insightful; she keeps tabs on kids and can often provide the court with more specifics about a juvenile's situation than the DPO can (i.e., the contact between the DPO and the kid is limited)	Services	Placement	CPDA
Assistant Chief Probation Officer	Rural	North	Practice of having to pay for CYA commitments affects how the department is run; major impact on what services are paid at the local level; county now having to keep more violent children or those who have exhausted all other resources (and who formerly, pre sliding-scale fee, would have been sent to CYA)	Services	Placement	Delinquency
Assistant Chief Probation Officer	Rural	North	If judges were responsible for the budget, would decisions be different (like CYA commitments??); may result in more thought going into decisions; now care for child is often secondary – decision based primarily on financial factors	Services	Placement	Delinquency
Chief Probation Officer	Suburban	Central Coast	<ul style="list-style-type: none"> ▪ Need to look at cost of operation, construction is expensive but may be worth it — shouldn't have to worry about financial aspects of placement decisions ▪ Especially concerned about group home industry 	Services	Placement	Delinquency
Public Defender	Suburban	North	Public defenders are not brought into planning process; they are required to learn about new programs after the fact (e.g., Juvenile Drug Court) – no funds provided for PD services, but there is additional money for probation	Services	Planning	CPDA

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Deputy Public Defender	Urban	South	Need to develop alternate in-home placement programs for families with very specific problems -> lack of school attendance (often due to child care issues, transportation, indigence) ... kids end up in placement even though it's not necessary	Services	Pre-Placement Options	CPDA
Deputy Public Defender	Urban	South	Sees desperate need for more emphasis on home-based programs	Services	Pre-Placement Options	CPDA
Juvenile Court Judge	Suburban	Central Coast	At-home/community programs need to be developed, with focus on proven programs	Services	Pre-placement options	Delinquency
CAO	Rural	Northern	Would like to see the task force weigh in on the importance of prevention vs. incarceration	Services	Prevention	CSAC
Department of Social Services	Suburban	North	Primary prevention and intervention is crucial -- Many don't get services until it's too late	Services	Prevention	BTB
Supervisor	Suburban	Central	Need to stress the importance of prevention, since it costs almost as much to run an unoccupied Juvenile Hall as an occupied one.	Services	Prevention	CSAC
Deputy Probation Officer	Urban	North	Fallacy exists that you prevent adult crime by stopping juvenile crime, since most adult criminals start committing crimes at age 25	Services	Prevention	SCOPO
Deputy Public Defender	Urban	South	Inconsistency in disposition report vs. what court officer recommends before court (Court DPO will agree with the judge, even though it's inconsistent with the disposition recommendation)	Services	Probation Reports	CPDA
Deputy Public Defender	Urban (formerly in suburban county)	North (formerly in central)	Probation reports are part of the problem; it usually consists of the DPO taking the "worst" out of the police report and perpetuates it, and these "facts" become part of the record	Services	Probation Reports	CPDA
Public Defender	Suburban	North	Need to examine strengths- or assets-based approach to probation and include more positive statements in probation reports (see Dennis Maloney on this subject)	Services	Probation Reports	CPDA
Probation Manager – Juvenile Division	Rural	North	Need to streamline system, not getting resources delivered	Services	Service providers	Delinquency
Court Program Manager	Suburban	North	Drug Courts, successfully work together also Day Reporting, center, Domestic Violence Court	Services	Specialty Courts	BTB
Judge	Urban	South	DV courts, judge is doing job of DPO; need that role fulfilled to do field services, interventions, referral to family services, etc.	Services	Specialty Courts	CJAC

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Judge	Suburban	Central Coast	Specialty courts grew out of probation not supervising certain groups (drug courts). Circular system, maybe moving back	Services	Specialty courts	CJAC
Judge	Urban	North	Services are inconsistent	Services	Standards	BTB
Probation Manager	Suburban	Central	Need Service Standards	Services	Standards	BTB
Domestic Violence Researcher	Urban	North	Meetings between counties are needed to establish standards	Services	Standards	Family Violence Conference
Deputy Probation Officer	Urban	North	Need to standardize services statewide, then allow for local discretion for some programs	Services	Standards	SCOPO
Deputy Probation Officer	Suburban	Central	No standard of supervision	Services	Standards	SCOPO
Deputy Probation Officer	Suburban	North	Drug Rehab Low success but typical of such programs	Services	Substance Abuse	BTB
Judge	Suburban	North	Prop 36 will create problems. Create new cases/ We need to consider this	Services	Substance abuse	CJAC
Supervisor	Urban	Southern	Prop 36 impacts: hope will provide infrastructure for prevention	Services	Substance Abuse	CSAC
Chief Probation Officer	Suburban	North	Facing landslide of impact on probation services with Prop 36	Services	Substance Abuse	Delinquency
Judge	Urban	South	Sees insufficient drug treatment and lack of coordination	Services	Substance Abuse	Delinquency
Deputy Probation Officer	Suburban	Central	Every DV offender in the county has a DPO	Services	Supervision	Family Violence Conference
Probation Manager	Suburban	Central Coastal	When the economy worsens, the first question asked is usually, "which programs are mandated?" <ul style="list-style-type: none"> Supervision levels are discretionary; supervision gets cut in the budget because it is not mandated. 	Services	Supervision	Family Violence Conference
Deputy Probation Officer	Suburban	Central	Because of staff shortages, only the most high risk cases can be supervised – others have to be banked.	Services	Supervision	Family Violence Conference
Judge	Urban	South	Need to develop transition services when kids leave camps that involve parents	Services	Transition	Delinquency

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Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Public Defender	Suburban	North	Need to provide greater assessment in juvenile halls ... not much provided for juveniles in detention (issues of health, education, and mental health); quality of education inadequate -> need to examine application of individualized plans	Services in Juvenile Hall	Assessment	CPDA
Deputy Probation Officer	Suburban	North	Computerized system to check on kids because probation doesn't have access	Technology		BTB
State CYA			Need data on treatment needs	Technology		BTB
Supervisor	Suburban	Northern	Need to integrate technology; DPO should be able to look in one place for all information related to a family	Technology		CSAC
Supervisor	Suburban	Northern	Would like to see automation and technological innovation – no more writing on 3x5 cards	Technology		CSAC
Deputy Probation Officer	Suburban	North	Juvenile probation, not aligned with law enforcement in same way as happens with adult	Vision for Probation		BTB
Deputy Probation Officer	Suburban	North	Multidisciplinary teams, place in juvenile, maybe not with adult	Vision for Probation		BTB
Deputy Probation Officer	Suburban	North	Law enforcement is an issue, but DPO need to enforce orders	Vision for Probation		BTB
Judge	Urban	North	Losing rehabilitation, becoming law enforcement—tone is enforcement, may be appropriate with adult but not with juvenile	Vision for Probation		BTB
Judge	Urban	North	Hiring DPOs with criminal justice background, rather than social services	Vision for Probation		BTB
District Attorney	Urban	South	Probation's scope is very large – the community needs to be involved.	Vision for Probation		California District Attorneys Association
Supervisor	Rural	Central	Probation Department based on law enforcement model – shouldn't be.	Vision for Probation		CSAC
Supervisor	Rural	Central	There has recently been a shift in paradigm with the increase in drug courts and the passage of Prop 36 <ul style="list-style-type: none"> ▪ Need to expand probation's scope ▪ Need to rename probation department? 	Vision for probation		CSAC

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Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Chief Probation Officer	Urban	North	One option is name change for probation to change negative connotation: e.g., "community corrections," but there are other options	Vision for Probation		Delinquency
Juvenile Court Judge	Suburban	Central Coast	Need to elevate public's perception of probation; now viewed as soft on crime ("Oh, he only got probation")	Vision for Probation		Delinquency
Domestic Violence Researcher	Urban	North	Need community role in criminal justice system	Vision for Probation		Family Violence Conference
Domestic Violence Researcher	Urban	North	Probation's scope needs to expand to serve victims and offenders with wraparound services	Vision for Probation		Family Violence Conference
Domestic Violence Researcher	Urban	North	Probation needs to have an interdisciplinary approach	Vision for Probation		Family Violence Conference
Commissioner	Urban	North	Legislation has demonized children and the response has been to make probation part of law enforcement	Vision for Probation		Juvenile Law Subcommittee
Judge	Suburban	North	Even where local jurisdiction wants more rehabilitation state moving away from rehabilitation. For example in Sonoma developed plans for juvenile hall – Board of Corrections wants beds only; and took out clinic/treatment areas, etc.	Vision for Probation		Juvenile Law Subcommittee
Referee	Urban	South	<ul style="list-style-type: none"> ▪ Need to recognize that DPO has to be both law enforcement AND social service, therefore DPO plays dual role. ▪ Much like an attorney in the dependency system. ▪ Probation needs to work on both roles 	Vision for Probation		Juvenile Law Subcommittee
Referee	Urban	South	Goal is rehabilitation - These kids have the same needs as kids in dependency but there is also a community protection component.	Vision for Probation		Juvenile Law Subcommittee
Referee	Urban	North	History of probation: 25 years ago dependency was stepchild and now it has switched Probation doesn't have advocate in the system	Vision for Probation		Juvenile Law Subcommittee
Deputy Probation Officer	Suburban	Central	Original definition of probation was to help people; now, it is a dumping ground for people who don't go to jail	Vision for Probation		SCOPO

Probation Services Task Force
Stakeholder Input: Sorted by Theme/Topic and Subtopic

Stakeholder	County type	Region	Comment	Theme/Topic	Subtopic	Outreach Event
Deputy Probation Officer	Suburban	Central	Can't treat all probationers the same because some are very dangerous – must define who clients are and the role of probation.	Vision for Probation		SCOPO
Deputy Probation Officer	Urban	North	Originally, probation was able to intervene so people don't commit more crimes; now, POs are cops or social workers – they can't intervene so people don't commit more crimes.	Vision for Probation		SCOPO
Deputy Probation Officer	Suburban	Central	Need to define probation's role	Vision for Probation		SCOPO
Deputy Probation Officer	Suburban	Central	Probation's role has changed county by county, CPO by CPO, legislative term by legislative term	Vision for Probation		SCOPO
Deputy Probation Officer	Suburban	Central	The public doesn't understand probation's role because it differs so much between counties	Vision for Probation		SCOPO
Assistant Court Executive	Urban	South	Probation is stepchild of criminal justice system. Not sure if situation would change under model where court oversaw probation	Vision of Probation		CJAC
Assistant Court Executive	Urban	South	Perception is that probation is less; lock 'em up! Public thinks getting probation is getting off. Money would still not flow to probation. It's extremely difficult.	Vision of Probation		CJAC
Judge	Suburban	Central Coast	Need to look at original purpose of probation	Vision of Probation		CJAC
Judge	Suburban	North	Evaluated status of CPO (like that of DA)	Vision of Probation		CJAC